

# JSC Policy Directive

JPD 7120.1

**EFFECTIVE DATE: August 28, 2003**

**EXPIRATION DATE: August 28, 2008**

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**RESPONSIBLE OFFICE: AG/Office of the JSC Chief Engineer**

**SUBJECT: JSC Project Management Policy**

**1. POLICY.** This policy establishes the JSC system for project management processes, requirements and responsibilities. It supports the safe accomplishment of JSC projects, consistent with established Agency strategic planning, on schedule and within budget while satisfying the success criteria and requirements of JSC customers and stakeholders.

**2. APPLICABILITY.** This policy is applicable to all JSC directorate organizations that have responsibility for managing flight system, ground system, technology, operational, research or institutional projects. It shall be used for formulating, approving, implementing and evaluating all JSC projects.

### **3. REFERENCES.**

- a. NPG 1000.2, "NASA Strategic Management Handbook"
- b. NPD 7120.4, "Program/Project Management"
- c. NPG 7120.5, "NASA Program/Project Management Processes and Requirements"
- d. JPG 1107.1, "The JSC Organization"

### **4. DEFINITIONS.**

- a. **Approval** – (1) The initial decision on a project's readiness to proceed from formulation to implementation, typically after the system requirements review (SRR) is completed, and at which point an initial project baseline is approved and documented in the project plan. (2) Also refers to approval of post-SRR changes to the project baseline documented in the project plan.
- b. **Baseline** – The technical performance and content, technology application, schedule milestones and budget that are documented and controlled in the project plan.
- c. **Customer** – Any individual, organization or other entity to which a project provides products or services.
- d. **Evaluation** – The process used to provide in-line or independent assessments of the continuing ability of the project to meet the commitments documented in the project plan.

- e. **Formulation** – The definition of the project concept and plan to meet customer requirements. The system requirements and the initial project plan approved at the SRR are the primary outputs of formulation.
- f. **Implementation** – The development and delivery of products and services specified in the project plan. Begins after successful completion of the SRR.
- g. **Independent Assessment** - An assessment of the status of the project's performance against the commitments documented in the project plan. Conducted by parties outside of the project manager's management chain.
- h. **Lessons Learned** – The significant knowledge or understanding gained through past or current projects that are documented and collected to benefit current and future projects.
- i. **Life Cycle Cost** – The total of the direct, indirect, recurring, nonrecurring and other related expenses incurred, or estimated to be incurred, in the definition, design, development, verification, production, operation, maintenance, support and retirement of a system over its planned life.
- j. **Program** – A major activity within an Enterprise, or across multiple Enterprises, having defined goals, objectives, requirements and funding levels. Programs are designated by the NASA Administrator, are documented in Program Commitment Agreements, and may be delegated to a Center Project Management Council (PMC) for oversight. Program oversight may also be delegated by the Enterprise Institutional Program Office to a Center PMC for projects funded with institutional fund sources.
- k. **Project** – A group of tasks characterized as having defined goals, objectives, requirements, life cycle cost, a beginning and an end.
- l. **Project Plan** – The document that establishes the baseline for project implementation, signed by the program manager (Institutional Program Office for projects funded by institutional funds), center director, project manager and related Safety and Mission Assurance Organization.
- m. **Stakeholder** – An individual or organization having an interest in the outcome of a project.
- n. **Success Criteria** – That portion of the top-level requirements that define what will be achieved to successfully satisfy the goals and objectives addressed in the project plan.

## 5. RESPONSIBILITIES.

- a. The JSC Center Director is responsible for:
  - 1) Serving as (or designating a) chairperson of the JSC PMC.
  - 2) Approving JSC project plans and project plan updates.
  - 3) Delegating authority of project supervision to JSC directorate managers and signing project plans that document such delegation(s) of authority.
- b. The JSC Chief Engineer is responsible for:
  - 1) Serving as the process steward for JSC project management, including development and maintenance of JSC project management procedures and

- guidelines that are compliant with Agency policies and the JSC quality management system.
- 2) Providing for independent assessment of JSC projects under the oversight of the JSC PMC, including that approval of the terms of reference and membership for independent assessment teams.
  - 3) Collecting, analyzing and disseminating lessons learned from JSC projects.
  - 4) Reviewing JSC project plans prior to submission to the Center Director for approval.
- c. The JSC Chief Financial Officer is responsible for:
- 1) Conducting independent life cycle cost analyses and submitting life cycle cost estimates to the project manager as requested.
  - 2) Reviewing and recommending changes to the budget and cost commitment documented in the project plan.
- d. JSC directorate managers are responsible for:
- 1) Adequately staffing JSC projects.
  - 2) Developing personnel for projects through hands-on experience, mentoring and training.
  - 3) Delivering quality products to meet project requirements.
  - 4) Reviewing projects managed by subordinate project managers to ensure open communications and the application of sound engineering and management practices.
  - 5) Supporting the collection, analysis and dissemination of lessons learned from assigned projects.
  - 6) Ensuring compliance with Agency and Center policies.
  - 7) Documenting delegation of authority in project plans for signature by the Center Director.
  - 8) Delegating authority, as necessary, to lower level organizations for those projects that have been delegated to the directorate by the Center Director.
  - 9) Making recommendations to the JSC PMC on authorization of new projects and approval to continue existing projects.
  - 10) Ensuring safety and mission assurance activities, as applicable, are conducted to mitigate risk.
- e. JSC project managers are accountable to the Center Director for:
- 1) Project safety, cost, schedule and technical performance.
  - 2) Development and maintenance of the project plan.
  - 3) The successful accomplishment of projects from formulation through implementation.
  - 4) Utilizing experts from JSC and other NASA field centers, as appropriate, to assist in project formulation and implementation.
  - 5) Developing a cooperative and performance-oriented project team.
  - 6) Assisting program managers in the execution of the integrated program.

- 7) Managing the technical, cost, schedule and safety risks associated with the project.

**6. MEASUREMENT.** The JSC PMC will conduct periodic reviews to ensure this policy is being followed.

**7. RESCISSION.** None

*Original Signed By:*

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Jefferson D. Howell, Jr.  
Director

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